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2001 Annual Town Gown Report Update

Institution Name: Harvard University

Report for Time Period:

Harvard's Town Gown Report Update is submitted for the 2000-2001 academic year. Unless otherwise noted, all data reflects Spring 2000.

Date Submitted: September 21, 2001

I. EXISTING CONDITIONS

Please provide the following information about the current conditions and population at your Cambridge campus. Please note where information is unavailable or the question is inapplicable. Add clarifying comments as needed.

A. FACULTY & STAFF -

Cambridge-based Staff Head Count: 7,539 FTEs: 6,949.6

Cambridge-based Faculty Head Count: 1,701 FTEs: 1453.25

Number of Cambridge Residents Employed at Cambridge Facilities:

2,549 Harvard University employees work in Cambridge facilities and live in Cambridge. Additionally, Harvard University employs 627 Cambridge residents in its various Boston facilities.

B. STUDENT BODY -

Total Students Attending Classes in Cambridge: 15,596 (less duplication)

In addition to the total student population, please provide the following statistics about your Cambridge-based student body:

Total Undergraduate Students: 7,097 (including Extension School students)

Day: 6,660

Evening: 437 (undergraduate-level Extension School students)

Full Time: 6,816 (Extension School students: 168)

Part Time: 281 (Extension: 269)

Total Graduate Students: 8,570 (including Extension School students)

Day: 7,939

Evening: 631 (graduate-level Extension School students)

Full Time: 7,794 (Extension School: 197)

Part Time: 776 (Extension School: 434)

Non-Degree Students¹: 5,308 non-degree-seeking students²

¹ Include all non-degree students enrolled in day or evening classes, such as persons taking Harvard Extension classes. [City of Cambridge footnote]

² Non-degree students include all students enrolled in at least one class that is creditable toward a degree or formal award. Counts typically include Tuition Assistance Program students (professional, administrative, support and teaching staff), special students, and some visiting fellows and scholars).

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C. STUDENT RESIDENCES

Undergraduate Students:

Harvard College is a residential college. 97% of undergraduates are housed on campus.

Number residing in Cambridge in dormitories:

Approximately 6,365 undergraduate students reside in Harvard-owned dormitories located in Cambridge.

Number of these with cars garaged in Cambridge:

Approximately 130 undergraduate students have permits to park vehicles in Harvard's Cambridge parking facilities. These permit holders represent only 2% of the total undergraduate student population. Of this 2% of undergraduates, 99% park in garages associated with Harvard Planning and Real Estate Affiliated housing. The small number of undergraduates with cars on campus is a direct result of how strongly Harvard College discourages undergraduates from bringing cars to campus.

Number residing in Cambridge in off-campus affiliate housing³:

Because Harvard College is a residential college and providing housing is key to the academic mission, any undergraduate students who are not accommodated in the dormitories are offered housing in Harvard Planning and Real Estate's Affiliated housing or in Harvard-owned cooperative housing. Ninety-five undergraduate students reside in Harvard Planning and Real Estate Affiliated housing. Nearly 30 undergraduate students reside in the Dudley House Coop. All of these students are included in the 97%.

Number residing in Cambridge in off-campus non-affiliate housing:

Via the freshman dormitories and The House System, Harvard College offers well maintained, academically and socially-oriented housing accommodations to all undergraduates. Ninety-seven percent of undergraduates reside in these on campus facilities. Only approximately 200 undergraduate students, primarily non-traditional-age students, reside in non-Harvard-owned, off-campus housing. These 200 students represent 2.8 percent of the total undergraduate students.

Graduate Students:

Harvard University houses 37% of all graduate students.

Number residing in Cambridge in dormitories:

Approximately 1,280 graduate students reside in Harvard-owned dormitories located in Cambridge.

Number of these with cars garaged in Cambridge facilities.

Approximately 290 graduate students have permits to park vehicles in Harvard's Cambridge parking facilities. These permit holders represent 3% of the total graduate student population. Of this 3% of graduate students, 99% of these students park in garages associated with Harvard Planning and Real Estate Affiliated housing.

This small number of graduate students with cars on campus is a direct result of how strongly Harvard's graduate schools discourage students from bringing cars to campus. In addition, in all leasing materials, Harvard Planning and Real Estate strongly discourages students from bringing cars.

Number residing in Cambridge in off campus affiliate housing:

1,174 graduate students live in Harvard Planning and Real Estate Affiliated housing. All Harvard University graduate students are eligible to live in HPRE Affiliated housing.

Number residing in Cambridge in off campus non-affiliate housing:

Approximately 2,790 of all Harvard University graduate students live in privately owned facilities located in Cambridge.

³ Affiliate housing is defined as other housing owned by the institution that is available only to members of the academic community. Affiliate housing does not include either dormitories or housing available for rent to persons who are not affiliated with the institution. [City of Cambridge footnote]

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D. FACILITIES & LAND OWNED

Tax Exempt Facilities & Land:

Acres: 189 acres ⁴

Number of Buildings:⁵ 300 buildings. The increase in the number of buildings between the 1999-2000 and 2000-2001 Town Gown Reports can be attributed to the Harvard Radcliffe merger, new construction, and acquisition.

Size of Buildings (gross square feet): Approximately 11.5 million gsf.

Affiliate Housing (includes both taxable and tax exempt):

Harvard University Housing Stock in Cambridge

(Rounded numbers provided)

Types of Harvard Housing	Beds	Units
First-Year Student Dormitory	1,660	560
Upperclassmen Houses	<u>5,350</u>	<u>3,730</u>
Harvard College Dormitory Total:	7,010	4,290
Graduate Student Dormitories:	1,350	1,280
HPRE Affiliated Housing portfolio (apartments):	<u>2,310</u>	<u>1,630</u>
Cambridge Totals:	10,670	7,200

Number of units occupied by students:

Harvard College houses 97% of its students in freshman dormitories. The House System and in HPRE Affiliated apartments.

Harvard University houses 37% of all graduate students in graduate student dormitories and in Harvard Planning and Real Estate Affiliated housing. Harvard houses 33% of its Cambridge-based graduate students in graduate student dormitories and in Harvard Planning and Real Estate Affiliated housing.

Number of Units occupied by faculty and/or staff:

Although the primary purpose of Harvard Planning and Real Estate's Affiliated housing portfolio is to house graduate students, it also provides housing accommodations to faculty and staff on a space-available basis. Harvard also houses faculty members as Masters in The House System. Harvard houses approximately 400 professors, administrative officers, staff, and non-teaching academic officers in the Affiliated-housing portfolio.

Harvard also houses approximately 225 other Cambridge community residents, who are former rent control tenants, rent protected, moderate income and Cambridge Housing Authority tenants. These tenants represent nearly 10% of the total Affiliated housing tenant base. Harvard's commitment to house these tenants dates to 1994, when Rent Control ended. These Cambridge community tenants are entitled to remain in their Harvard-owned units. They experience moderate annual rent increases.

Do you maintain a detailed inventory of tax exempt facilities? If yes, indicate contact person and phone:

Yes, call Tanya Iatridis, Director of Public Approvals, Harvard Planning and Real Estate.

⁴ Based on land ownership reported in Schedule B of the City of Cambridge 3ABC tax form.

⁵ The number of Harvard University buildings is based on data currently contained in the HPRE Building Database, which tracks building construction and significant building additions.

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Taxable Facilities & Land:

Acres: 26 acres⁶

Number of Buildings:⁷ 84 buildings

Size of Buildings (gross square feet): Approximately 1 million GSF

Commercial Properties Only (gross floor area):

Harvard Planning and Real Estate owns 21 taxable buildings with commercial uses, comprising 295,100 gross square feet of space. Harvard leases these facilities to a variety of non-University tenants, who add to the vibrancy and vitality of Cambridge.

Harvard Owned, Taxable Commercial Buildings⁸

Address	Use of Commercially-Leased Space	Space for Lease by Commercial Tenants ⁹
Holyoke Center – Arcade	Retail/Restaurant	41,967
Holyoke Center – Garage	Parking Garage	42,854
26-28 Church Street	Retail	5,894
32-42 Church Street	Restaurant	7,415
8 Holyoke Street (Sandrine's) ¹⁰	Restaurant	4,700
1201 Massachusetts Avenue (The Inn at Harvard)	Hotel	84,160
1244-1256 Massachusetts Avenue	Retail/Restaurant	11,561
1300-1316 Massachusetts Avenue	Retail	11,833
1328 Massachusetts Avenue	Retail/Restaurant	3,219
1607-1615 Massachusetts Avenue	Retail	5,549
870-888 Memorial Drive	Retail	5,202
65 Mount Auburn Street	Retail	2,660
90 Mount Auburn Street	Retail	1,073
92-94 Mount Auburn Street	Retail	6,200
110 Mount Auburn (Harvard Square Hotel)	Hotel	29,785
132 Mount Auburn Street	Office	1,104
134 Mount Auburn Street	Office	2,055
140-142 Mount Auburn Street	Office	6,556
5 Sacramento Street	Office	5,592
14-16 Story Street	Office	5,536
4-12 Story Street	Office	10,185
Totals:		295,100

⁶ Based on land ownership reported in Schedule C of the City of Cambridge 3ABC tax form.

⁷ The number of Harvard University buildings is based on data currently contained in the HPRE Building Database, which tracks building construction and significant building additions.

⁸ This information was taken from Harvard University's tax payment information. It contains data pertaining to Harvard-owned, commercial buildings. University-owned, taxable land was not requested and is not included. Taxable, non-Harvard-owned buildings located on Harvard-owned land, such as University Place, were also not included.

⁹ Commercial space listed above may represent only a portion of the total GSF in the referenced building. (For example, 1300-1316 Massachusetts Avenue is a mixed-use building containing commercial and residential uses; only the commercial space is listed here.)

¹⁰ Harvard leases 8 Holyoke Street from the Porcelain Club, and subleases the space to Sandrine's. The University is responsible for real estate taxes as per the lease terms.

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Housing - Number of Buildings:

The University owns 76 buildings with residential uses in Cambridge on which either direct taxes or voluntary payments in lieu of taxes are paid. Harvard makes voluntary payments in lieu of taxes on eight of the largest residential properties. Graduate students are housed in these eight properties.

Housing - Number of Units:

The 76 buildings with residential uses in Cambridge provide 1,730 apartment units with 2,310 beds. The residential facilities for which Harvard makes voluntary payments in lieu of taxes comprise 60% of the University's total units in Cambridge.

Do you maintain a detailed inventory of taxable facilities? If yes, indicate contact person and phone:

Yes, call Tanya Iatridis, Director of Public Approvals, Harvard Planning and Real Estate.

Property Transfers:

In July 2001, Harvard University responded to a Cambridge City Council request to provide information about the University's land acquisition and disposition activity that occurred between 1975 to 2000. Harvard submitted the attached package to the City Council and Planning Board fulfilling this request.

The information provided below is an update of the 1999-2000 Town Gown Report.

Please list Cambridge properties purchased since filing your previous Town Gown Report:

67 Francis Street, Cambridge (use: residential)

96 Prescott Street, Cambridge (use: residential)

1033 Massachusetts Avenue (ground lease) (uses: institutional/office)

10-12 Holyoke Street (use: institutional)

Parking space #25 at University Place (as per terms of lease)

Please list Cambridge properties sold since filing your previous Town Gown Report:

3 Hammond Street, Cambridge (residential)

89 Putnam Avenue, Cambridge (residential)

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E. REAL ESTATE RENTED

Please attach to the report a listing of all real estate rented by your educational institution within the City of Cambridge.¹¹

Twelve Harvard University Schools and departments lease 303,018 square feet of office space for institutional uses in 19 non-Harvard owned buildings in Cambridge.¹²

Commercial Space Leased on Behalf of the University by Harvard Planning and Real Estate

Addresses (alphabetical order)	Use	GSF¹³	University Tenants
5 Bennett Street	office	6,030	Kennedy School of Government
3 Bow Street	office	3,855	Harvard University Parking Office
44R Brattle Street	office	8,900	Graduate School of Education
One Brattle Street	office	28,291	Kennedy School of Government
50 Church Street	office	7,600	Kennedy School of Government
17 Dunster Street	office	6,150	Harvard Alumni Association
155 Fawcett Street	office	14,000	American Repertory Theater
	office	20,000	Faculty of Arts and Sciences
2 Garden Street	office	4300	Government and Community Affairs
30 JFK Street	office	3,425	Kennedy School of Government
104 Mount Auburn Street	office	13,734	Kennedy School of Government
124 Mount Auburn Street	office	34,350	Kennedy School of Government
	office	10,365	Harvard Law School
	office	9,765	Graduate School of Education
	office	2,499	School of Public Health
	office	698	Government and Community Affairs
125 Mount Auburn	office	36,564	Harvard Law School
625 Massachusetts Avenue	office	40,000	Faculty of Arts and Sciences
875 Massachusetts Avenue	office	1,362	Office of the General Counsel
1100 Massachusetts Avenue	office	7,015	Provost's Office
1280 Massachusetts Avenue	office	1,180	Harvard University Library
1430 Massachusetts Avenue	office	8,054	Faculty of Arts and Sciences
20 University Road	office	17,887	Kennedy School of Government
10 Ware Street	office	16,944	University Information Systems
Totals:		303,018	

¹¹ Include street addresses, use (e. g., institutional, residences, commercial, etc.) and approximate area of property leased (e. g., 20,000 SF, two floors, entire building, etc.). If your institution does not rent any real estate within the City of Cambridge, you may omit this section. [City of Cambridge footnote]

¹² This information is based Harvard Planning and Real Estate's University and Commercial Real Estate leasing information. It does not include information about commercial space leased by Harvard University schools that was negotiated without the assistance and/or knowledge of Harvard Planning and Real Estate's University and Commercial Real Estate unit. This is current as of September 1, 2001.

¹³ This leased space may represent only a portion of the total GSF in the referenced building.

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F. MAPPING REQUIREMENTS

Please attach to the report maps of the following:

1. Map of all real estate owned in the City of Cambridge. Categorize properties by use as appropriate (e. g., academic, dormitory, commercial investment, etc.). See Attached map.
2. Map of development projects now underway, proposed or planned. See Attached map and matrix.

G. PARKING FACILITIES

This section refers to parking spaces maintained in Cambridge only.

The University maintains a centrally managed parking inventory. It serves the needs of resident and commuting Affiliates and visitors to the University.

In the fall, Harvard will be submitting a Parking and Transportation Demand Management Report (PTDM) to the City of Cambridge PTDM Officer. The PTDM Report will be based on a parking inventory that will be certified by the City of Cambridge PTDM Officer. Harvard will update this section of the Town Gown after the inventory is certified and PTDM is submitted. This omission was made in an effort to facilitate more coordinated reporting.

Number of parking spaces maintained for students. See above.

Number of parking spaces maintained for faculty and staff. See above.

Do you charge for the use of parking spaces?

The University Parking Office issues parking permits to Affiliates and visitors.

Permits are priced according to the fee schedule listed below.

If so, please describe your fee schedule:

Harvard University Parking Rate Classifications	FY01 Permit Fees	FY02 Permit Fees
Pooled – Faculty/Staff	\$420	\$450
Assigned – Faculty/Staff	\$775	\$830
Reserved Area – Faculty/Staff	N/A	\$635
Resident – Faculty/Staff	\$725	\$775
Metered – Part-time Faculty/Staff	\$120	\$130
Resident – Student (FY02 figures represent 10-month permit cost)	\$725	\$775 – \$1,620
Commuter – Student (FY02 figures represent 10-month permit cost)	\$330	\$375
Night Rate – Student and Faculty Staff	\$100	\$125
Visitors	\$5/day	\$5/day

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New permit types offered to Harvard Affiliates in FY02:

The University recently supplemented its traditional menu of permits with new, flexible-schedule permit types. Because many of Harvard's employees have non-traditional work schedules, the University is offering permit types that better coincide with employees' flexible schedules. The Morning, Afternoon, and 3-day Permits are intended to fill this need.

Additionally, Harvard is committed to increasing its rideshare numbers. To do this, Harvard is offering a tiered system of financial incentives associated with various types of ridesharing.

Harvard University Parking Rate classifications	FY01 Permit Fees	FY02 Permit Fees
Morning or Afternoon Permit	N/A	\$315
3-day Permit	N/A	\$315
2-person Carpool Permit	N/A	50% reduced rate
3-person Carpool Permit	N/A	75% reduced rate
Vanpools (with 5 or more Harvard Affiliates)	N/A	Free

H. PAYMENTS TO CITY OF CAMBRIDGE:

Real Estate Taxes Paid for FY 2001:¹⁴ \$4,322,501

Payment in Lieu of Taxes (PILOT) for FY 2001: \$1,618,138

In FY01, Harvard University paid a total of \$5,940,639 in direct taxes and Payments in Lieu of Taxes (PILOT) to the City of Cambridge. Over the last five years, the University's total PILOT payments increased at a 3.1% compounded annual growth rate.

Water & Sewer Fees paid¹⁵ during FY 2001: \$2,493,127

Other fees and permits paid¹⁶ during FY 2001: \$ 317,599

¹⁴ FY2001 includes the period from July 1, 2000 through June 30, 2001.

¹⁵ Includes payments made to City of Cambridge and City of Cambridge Finance Department.
[City of Cambridge footnote]

¹⁶ Includes payments made to City of Cambridge, City of Cambridge License Commission, City of Cambridge Department of Traffic and Parking, City of Cambridge Electrical Department, Cambridge License Commission, and Cambridge Fire Rescue Department. [City of Cambridge footnote]

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II. TRANSPORTATION DEMAND MANAGEMENT

Please provide the following information. You may summarize the information below or attach documents to this report, as appropriate. If your school has not updated information since submitting the 2000 Annual Report, you may so indicate in the appropriate space below.

A. Results of surveys of commuting mode choice for faculty and/or staff and/or students. (We would appreciate receiving a copy of your survey instrument, if possible.)

Description of the modal split data

For the purposes of the 2000-2001 Town Gown Report, Harvard is submitting the results of the Department of Environmental Protection (DEP) *Rideshare Report Update, Year 2000*. Each year, Harvard completes a single *Rideshare Update* for the Cambridge and Allston campuses. The data in the *Rideshare Update* includes commuting faculty, staff and graduate students based on both campuses. For purposes of the modal split data contained in 2000-2001 Town Gown Report, the total eligible employee and commuting student population is 20,931. Forty percent of this population are commuting graduate students and the remaining 60% are full and part-time employees.¹⁷

In the fall of 2001, Harvard will submit its Parking and Transportation Demand Management (PTDM) Plan to the City of Cambridge PTDM Officer. The modal split baseline submitted in the PTDM Plan will be based on, but modified from the *Rideshare Update* as agreed by Harvard and the City of Cambridge PTDM Officer.

Comparative analysis of Harvard University's modal split (1999 to 2000)

Harvard University is a proactive manager of transportation demand as reflected in its low Drive Alone rate of 27.4%. Its employee and graduate student populations act responsibly in choosing among the various commuting choices. As a result of transportation demand management initiatives, the University has reaped significant improvements in its mode split. Most importantly, the use of single-occupant vehicles decreased by 6.4%. This translated into a reduction of 2,579 commuter trips into campus area. The other significant modal-split improvement relates to a 5.5% increase in public transit usage. Harvard Square is well served by public transit and more than one-quarter of Harvard's commuting population uses public transit to get to work.

Harvard University Improvements in Commute Mode

Commute Mode	Cambridge & Allston Population 2000	Cambridge & Allston Population 1999	Percent Change – Improvement
Adjusted Drive Alone ¹⁸	27.4	33.8	6.4
Carpool	4.8	5.0	0.2
Vanpool	0.0	0	N/A
Public Transit	28.3	22.8	5.5
Bicycle	7.8	8.0	0.2
Walk	31.7	34.0	2.3
Totals:	100%	100%	

¹⁷ Harvard University Campus, 2000 Ridesharing Update Report, Educational Facilities, December 31, 2000.

¹⁸ Adjusted Drive Alone rate includes the non-response rate, which the DEP automatically assigns as a drive alone mode.

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To better understand how Harvard's modal split relates statistically to that of the general public, Harvard's modal split is compared to Massachusetts and national commuting statistics.

Comparative Commute Mode Chart

Commute Mode	Harvard University	State and National Statistics	
	Cambridge & Allston Population 2000	2000 U.S. Census Massachusetts Commuting Statistics	2000 U.S. Census National Commuting Statistics
Adjusted Drive Alone ¹⁹	27.4	73	76
Ridesharing: Carpool and Vanpool	4.8	9	11
Public Transit	28.3	10	5
Bicycle and Walk	39.5	4	3
Other (<i>Compressed Work Week & Telecommuting</i>)	N/A ²⁰	4	5
Totals:	100%	100%	100%

Harvard's modal split compares favorably to Massachusetts' and national statistics. The Massachusetts' and national statistical sets illustrate that approximately 75% of employees commute alone. Conversely, approximately 75% of Harvard employees commute using alternative modes as illustrated as noted in the chart above.

It is also important to note the range of Harvard employees' commute modes. Harvard has relatively high bicycle and walk-to-work rates.²¹ The Harvard Cambridge and Allston population's walk-to-work rate is nearly eight times Massachusetts' walk-to-work rate. Harvard's bicycle rate alone is double the national combined bicycle and walk-to-work rate.

¹⁹Adjusted Drive Alone rate includes the non-response rate, which the DEP automatically assigns as a drive alone mode.

²⁰Compressed WorkWeek (CWW) and Telecommuting are two types of flexible work schedules that Harvard departments make available to employees. Employees negotiate these flexible work schedules with supervisors on a case-by-case basis. These two work modes reduce commuting trips. They are, therefore, not included in Harvard's modal split.

DEP Rideshare Survey Results

	Monday	Tuesday	Wednesday	Thursday	Friday	Average
Compressed Workweek	1.0%	0.8%	1.2%	0.8%	4.5%	1.7%
Telecommuting	0.8%	0.5%	0.6%	0.9%	2.0%	1.0%

²¹ The Census Bureau typically combines the walk and bicycle modes into a single category. For that reason, they are combined in this chart.

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B. Information on the point of origin of commuter trips to Cambridge for faculty and/or staff and/or students. (This information will assist the City in lobbying for improved regional transit options.)

Harvard's Cambridge-based faculty and staff live predominantly in greater Boston's Inner Ring suburbs. The summary-level, point-of-origin data provided below illustrates that many faculty and staff live in communities that are located close to Harvard Square.

Harvard University's City of Residence of Cambridge-based Faculty and Staff Who are not Harvard housed ²²	
City of Residence	Percent of Total
CAMBRIDGE ²³	27.7%
BOSTON ¹⁴	12.8%
SOMERVILLE	12.4%
ARLINGTON	4.9%
MEDFORD	3.0%
BELMONT	2.9%
NEWTON	2.9%
WATERTOWN	2.6%
BROOKLINE	2.5%
LEXINGTON	2.1%
MALDEN	1.2%
QUINCY	1.1%
WALTHAM	1.0%
OTHER MASS TOWNS	22.9%
TOTAL:	100.0%

Harvard University is the largest employer in the City of Cambridge. 77% of Harvard's employee population lives within the MBTA region, and almost 75% of this population use alternative transportation modes. To further change the modal split, improvements in regional transit will be necessary. Any new service to improve regional transit options will positively impact Harvard's employees.

²² May 2001 Human Resources data was used for this analysis. Harvard-housed faculty and staff were not included. Addresses and post office boxes were used in for this zip-code analysis. Affiliates, who provided campus addresses, foreign addresses or did not provide an address, were excluded from this analysis. Seven percent of the total Cambridge-based population were excluded for these reasons.

²³ Cambridge and Boston data represent aggregates of neighborhoods and zip codes.

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Harvard students, who attend the Graduate School of Arts and Sciences, Graduate School of Design, Graduate School of Education, Harvard Divinity School, Harvard Law School, and Kennedy School of Government and are not housed by Harvard, live predominantly in Cambridge, Somerville, and Boston.

Harvard University City of Residence of Cambridge-based Graduate Students Who are not Harvard housed ²⁴	
City of Residence	Percent of Total
CAMBRIDGE	46%
SOMERVILLE	23%
BOSTON	13%
BROOKLINE	4%
ARLINGTON	2%
WATERTOWN	2%
BELMONT	1%
NEWTON	1%
MEDFORD	1%
WALTHAM	1%
OTHER MASS TOWNS	7%
TOTAL:	100.0%

Students apparently make residential choices based on access to public transit and/or the ability to walk and bicycle to campus. The results of the fall 2000, graduate-student-specific DEP survey substantiates this assertion. The survey revealed that only 7% of graduate students drive alone to campus and more than one-half of the Cambridge-based students walk to campus. The student-related vehicular impacts on the local environment are, therefore, minimal.

Graduate Student Commute Mode DEP Survey Results	
Commute Mode	Percent of Total
Walked	56%
Public Transit	19%
Bicycle	12%
Drive Alone	7%
Other ²⁵	4%
Rideshared	1%
TOTAL:	100%

²⁴ May 2001 Student Receivables data was used for this analysis. Cambridge-based schools include GSAS, GSD, GSE, HDS, HLS, and KSG. Harvard-housed graduate students were not included. Addresses and post office boxes were used for this zip-code analysis. Graduate students, who provided campus addresses, foreign address, or did not provide an address, were excluded from this analysis. Seventeen percent of the total Cambridge-based graduate students were excluded for these reasons.

²⁵ For this DEP survey, "Other" captures responses in the following categories: dropped off at campus, compressed workweek, telecommuting, and other.

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Regional Transit Advocacy

Harvard understands that the purpose of providing this information is to enable the City of Cambridge to fulfill its transportation advocacy role and to lobby for improved regional transit options. Regional transit is a critical variable in the campus access equation. The more regional transit options, the fewer cars will be brought to Harvard's campus. Any efforts to improve regional transit options will positively effect Harvard's employees and the neighborhoods surrounding campus.

Harvard Planning and Real Estate analyzed the point-of-origin data by undertaking point-to-point analyses and density studies. Once the data is mapped and the MBTA subway, bus and commuter rail routes are overlaid, it becomes evident that not all Harvard employees are well served in terms of public transportation options. Of the under-served, two employee populations emerge:

1. Employees who live close to campus and are not served by DIRECT BUS ROUTES to campus. For example, many neighborhoods in Somerville, the area with the third largest Harvard employee population, do not have direct public transit to Harvard Square.
2. Employees who live farther from campus and are not as well served by PARKING FACILITIES AT RAIL-ORIENTED public transit. This is the result of inadequate parking facilities at transit stations and employees who do not live within walking distance of transit stations.

Harvard employees would benefit from additional parking capacity in facilities located adjacent to public transit lines. Inner Ring facilities, such as Alewife and Riverside Stations, reach capacity very early on weekday mornings. Regional facilities outside Route 128, such as those at Concord, Acton, Framingham and Braintree Stations reach capacity early on weekday mornings. In order to accommodate any increase in public transit ridership, parking capacity must directly increase.

When the results of the Harvard's *Rideshare Update Report* questions pertaining to peak and non-peak commuting schedules are analyzed, a third under-served population emerges. One third of Harvard's commuting employees access campus during off-peak hours. Some bus, train and commuter rail schedules change after the traditional peak commuting hours are over. Abbreviated transit schedules do not necessarily provide ample service to Harvard's off-peak commuters. Therefore, effective use of this alternative is significantly reduced during this timeframe.

Educational institutions are naturally geared toward flexible work and academic schedules, and are less intensive traffic generators than other traditional businesses.

When do Harvard's Cambridge-based Employees Commute to Work?²⁶

Peak Hours	On-peak Commuters	Off-peak Commuters
7:30 – 9:30 AM	68%	32%
4:30 – 7:00 PM	67%	33%

One third of Harvard's Cambridge-based employees are non-peak-hour commuters.

When do Harvard's Graduate Students Commute to Work?²⁷

Peak Hours	On-peak Commuters	Off-peak Commuters
7:30 - 9:00 AM	36%	60%
4:30 - 7:00 PM	62%	34%

²⁶ Department of Environmental Protection, Rideshare Report Update, 2000. Data was reanalyzed for the Cambridge-based employee population only.

²⁷ Department of Environmental Protection, Rideshare Report Update, 2000. Data was reanalyzed for the Cambridge-based student population only.

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Almost two thirds of Harvard's graduate students are off-peak commuters in the morning and one third are off-peak commuters in the afternoon.

In addition to the University's active attempts to reduce traffic impacts through the promotion of commuting alternatives, the University's existing commuting pattern naturally spreads out transit, vehicular and pedestrian impacts.

Regional Transit Advocacy Conclusion

Harvard University's modal split is an excellent example of a successful partnership between a proactive employer and its receptive and responsible employee population. As Harvard continues to enhance its modal split, it will look to the City of Cambridge to fulfill its regional-transit advocacy role. To further change the modal split, improvements in regional transit will be necessary.

The City of Cambridge could assist Harvard in its transportation demand management efforts by advocating with the MBTA for more extensive and direct public transit service with lengthened peak-service hours and decreased bus headways. The City could assist Harvard in its transportation demand management efforts by advocating for additional parking capacity at MBTA stations. The City could also help improve regional bicycle commuting by advocating for secured bicycle racks at public transit stations and for bicycle racks on buses, such as those on the CT1, CT2, and CT3 lines.

Almost 30% of Harvard University's Cambridge-based employee population live in Cambridge. Given the accepted standards for walking and bicycling distances, these employees are prime candidates for walking and bicycling commuters.²⁸ Although Harvard has high walk-to-work and bicycle commuting rates, there is room for improvement in the walking and bicycle modes. These improvements could be achieved with the City's assistance. The City could assist Harvard in its transportation demand management efforts by improving roadway surfaces, bicycle-lane striping, crosswalk striping, and sidewalk conditions. These actions would further encourage walking and bicycle commuting.

C. Description of Transportation Demand Management programs offered to faculty and/or staff and/or students (e. g., MBTA pass sale programs, shuttle services, bike parking facilities, etc.)

Harvard University's transportation demand management program is incorporated into its new *CommuterChoice* program. (www.CommuterChoice.harvard.edu) *CommuterChoice* was created by the University's Transportation Services Office in October 2000. *CommuterChoice* is a clearinghouse of information about the variety of commuting alternatives available to Harvard University Affiliates. Harvard seeks to achieve two goals through *CommuterChoice*:

1. address transportation supply and demand problems
2. generally improve access to and mobility around the Harvard campus.

Harvard aims to achieve these goals through education and innovative programming, a menu of transportation services, and cost-effective financial incentives.

- *CommuterChoice* educational programs and promotional events
 - Distributes posters, flyers, and announcements
 - Sponsors and hosts Bicycling Appreciation Day
 - Sponsors and hosts Transportation Fairs
 - Participates in Harvard University New Student Orientation
 - Provides transportation materials for New Employee Orientation packages
- *CommuterChoice* transportation services

²⁸ One mile (15-minutes) is considered the standard walkable commuting distance. Three to five miles (15-minutes) is considered the standard for bicycling commuting distance.

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- Ride matching:

Harvard University has been offering ridesharing services to Affiliates since 1975. The *CommuterChoice* program offers improved and more comprehensive services that include locating or “matching” Affiliate riders to others who are interested in sharing their commute, and providing information about transit and bicycling options. Harvard uses CARAVAN for Commuters to assist Affiliates in forming vanpools.

- Emergency Ride Home Program

Harvard University Affiliates, who are registered with *CommuterChoice* and are participating in some form of ridesharing five days per week, are eligible for Harvard’s Emergency Ride Home Program. Commuter Rail users are eligible for the Program, if public transit is not available at the time of emergency. There are a number of situations when Affiliates may use the Emergency Ride Home Program.

- Zipcar

Harvard University participates in the Zipcar Corporate program. Corporate program participation requires members to set aside dedicated parking spaces for Zipcars at low or no cost. Harvard has allocated three on-campus-parking spaces at no cost to Zipcar. These three Zipcars are available to community members and Harvard Affiliates, and represent one quarter of Cambridge’s inventory of Zipcars.

The allocation of on-campus spaces to Zipcar is an efficient use of its parking. National car-sharing statistics indicate that each Zipcar removes approximately 8 cars from the road and frees up as many 24 parking spaces. Harvard’s allocation of spaces to Zipcar has potentially reduced demand for 72 on- and off-campus parking spaces. As of June 2001, Harvard was Zipcar’s larger Corporate member with approximately 166 Harvard Affiliates registered with Zipcar.²⁹ 146 of Harvard total members are Cambridge-based Affiliates.

Cambridge ZipCar Statistics ³⁰		
ZipCar members in Cambridge	259	
Harvard-affiliated, Cambridge-based Zipcar members	146	56%
ZipCars in Cambridge	12	
ZipCars parked on Harvard campus	3	25%

- Bicycling Assistance

Affiliates who register with *CommuterChoice* as bicycle commuters are able to access information about cycling in Boston and Cambridge. Harvard distributes “Boston’s Bike Map” to Affiliates free of charge.³¹ Harvard has located more than 100 bicycle racks in convenient locations across campus. The University can accommodate approximately 1,800

²⁹ Zipcar participation statistics provided by Zipcar 8/2001. Harvard’s participation in the Corporate program entitles Affiliates to reduced initiation fees, easy access to Zipcars located on campus and reserved for Affiliate use only.

³⁰ Statistics provided by ZipCar in August 2001. Statistics represent July 1, 2001 data.

³¹ The suggested retail price of the “Boston Bike’s Map” is \$4.95. In the last three months, Harvard has distributed more than 150 maps to Affiliates who have registered with *CommuterChoice*.

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bicycles. Lockers and shower locations vary depending upon a commuter's department/office locations.

- Harvard University shuttles: ensuring reduced vehicular trips among campuses

Harvard University has three campuses and a number of affiliated institutions in the greater Boston area. The University environment is dynamic and requires Affiliates to travel within discrete campus areas and among campuses and affiliated institutions. To reduce Affiliates' reliance on automobiles and increase the University's commitment to multi-modalism, the University operates a Cambridge and Allston shuttle system and a Cambridge and Longwood Medical Area shuttle system. Information about these shuttle systems is provided to students in order to persuade them reconsider bringing cars to campus.

Cambridge/Allston Shuttle and Van Services: Free to members of Harvard community

Harvard operates a year-round, Monday through Sunday shuttle service in Cambridge and Allston. The Cambridge/Allston shuttle is a fixed-route, peak-hour transportation service that significantly reduces vehicular trips in and between campus areas. Scheduled service runs weekdays from 7:30 AM to 1:00 AM. The University also supplements the shuttle service with an evening van service that operates 7 PM to 3:00 AM. The day and evening vans are an on-call service.

In the 2000-2001 fiscal year, approximately 581,000 Affiliates used the Cambridge/Allston shuttle and van services.³² The average daily ridership was approximately 2,300 Affiliates. Ridership is highest and steadiest on weekdays.

Longwood Medical Area Shuttle: the M2

Harvard operates a year-round, Monday through Saturday shuttle service to facilitate transportation between the Cambridge/Allston campuses and the Longwood Medical Area campus. The first bus leaves Cambridge each morning at 7 a.m. with the last bus leaving the Longwood Medical Area at 11:30 p.m. Students affiliated with the Harvard Medical School, Harvard School of Dental Medicine, School of Public Health, and the GSAS/HMS Medical Sciences programs are eligible for free fares. All other students can purchase tickets at a discounted fare.

Almost 30% of the Affiliates who ride the M2 shuttle are enrolled in Cambridge-based academic programs. Therefore, the M2 shuttle significantly reduces vehicular traffic to and from the Cambridge campus.

The annual ridership survey of the M2 shuttle is conducted in October. Based on the 2000 survey results, the University estimates that annual M2 ridership is approximately 620,000 Affiliates and non-affiliates. The average daily ridership was approximately 2,100 persons for the three-day survey period in October 2000.³³

- *CommuterChoice* financial incentives
 - Preferential parking for carpool and vanpools
Employees, who are registered in carpools or vanpools and rideshare five days per week, are eligible for on-campus parking in designated spaces and lots.

³² These statistics represent one person, one ride.

³³ These statistics represent one person, one ride.

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- Financial Incentives for Carpools and Vanpools

Employees, who registered as carpools of two or more people and rideshare five days per week, are eligible for parking at a 50% reduced rate in designated spaces and lots. Employees who rideshare with three or more people are eligible for parking at a 75% reduced rate in designated spaces and lots.

Employees, who are registered in vanpools and rideshare five days per week, receive free, preferential parking in designated spaces and lots. Harvard requires that at least 50% of the riders be Harvard Affiliates.

- Subsidized MBTA pass program

Harvard University has a MBTA Corporate Pass Program for employees. Through the pass program, employees receive a 40% MBTA pass subsidy up to the IRS-determined benefit cap of \$65 per month. Passes are distributed on-site to employees. Schedules, map, and information regarding any changes are provided to employees at the point-of-purchase. This program is marketed through the *CommuterChoice* web site, *The Resource*, *The Harvard Gazette*, and other Harvard media outlets.

**Harvard University MBTA Pass Program Participation
Comparative Data³⁴**

Pass Type	May-99	May-01	Percent Change
Bus	732	824	13%
Subway	741	953	29%
Combo	412	750	82%
Plus	66	89	35%
1	22	39	77%
2	53	49	-8%
3	73	80	10%
4	56	71	27%
5	51	50	-2%
6	56	57	2%
7	40	35	-13%
8	32	52	63%
9	20	22	10%
Boat	0	4	
Totals:	2354	3075	31%

Breakdown of MBTA Pass Program Participants

Harvard Employee Type	Percent of Total Passes Sold
Non-Exempt Staff	54%
Exempt Administrative Staff	39%
Faculty Members	7%
Total:	100%

³⁴ The May 1999 statistics pre-date the University's increase in MBTA pass subsidy to 40%. Includes Allston and Longwood Medical Area campuses.

III. RECENT EFFORTS TO SHARE INFORMATION

Please summarize efforts made by your institution to share information with either City agencies or the community about your institutional planning process over the past calendar year. You may either use the space below for your response or attach a statement to this report.

Through a variety of standing committees and special meetings, Harvard coordinates with the City on a regular basis regarding long range planning activities, zoning issues and specific projects. Harvard also works to engage neighborhoods and community members in discussions about planning activities. Harvard Planning and Real Estate and the Office of Government, Community and Public Affairs meet regularly with City agencies and citizen groups so that University planning efforts are inclusive and informed by community concerns and interests. Discussions take place in both general information and project-specific forums as summarized below.

- **Joint Committee for Neighborhood/Harvard Consultation**

The Joint Committee for Neighborhood/Harvard Consultation is comprised of representatives from six neighborhood groups, the Community Development Department, and Harvard University. The Joint Committee has been active for over 10 years, and serves as a forum where Harvard representatives and Cambridge neighborhood leaders meet and discuss topics of mutual interest to the community and Harvard. The Committee meets monthly to share information and discuss neighborhood issues, planning activities and zoning issues, and community activities. Monthly agendas for each meeting contain detailed written information on real estate projects and planning, and meeting notes are recorded and distributed to Committee members.

In the past, the Joint Committee has also hosted focused discussion on topics of particular interest. For example, in 1998-1999, the Joint Committee invited neighborhood and University guests to discuss the Center for Government and International Studies and Harvard University Art Museums master planning.

- **Advisory Committees**

Harvard representatives participate in a variety of advisory committees, including the *Harvard Square Advisory Committee*, the *Cambridge Pedestrian Committee*, the *Cambridge Bicycle Committee*, the *Cambridge Licensee Advisory Board*, and the *Climate Protection Task Force*.

- **“Transition” Zoning Guidelines**

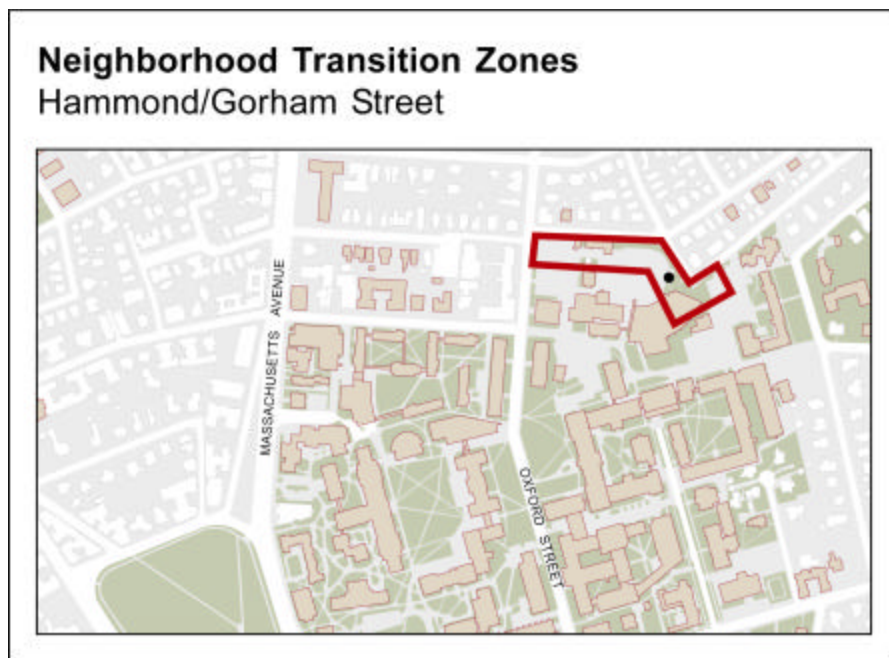
The Citywide Growth Management Advisory Committee developed criteria to identify those areas throughout the City where developable properties in districts permitting high building heights abut residential areas.

The committee identified five areas where zoning modifications could improve transitions. Two of the five identified areas are Hammond and Gorham Street and the Banks Street surface parking lots--both are located at Harvard campus “edges.” The Committee identified another Harvard-owned area, the “river site,” 870-886 Memorial Drive. The “river site” abuts a residential zone that the City is considering rezoning as part of a program of correcting idiosyncratic zoning. Should this residential area be re-zoned, the University/neighborhood edge would meet criteria established by the Citywide Growth Management Advisory Committee for creation of a transition buffer.

University representatives requested that zoning recommendations and transition overlay zones to improve transitions be developed for the Hammond and Gorham Street and Banks Street surface parking lots through a collaborative process involving residents, the City’s Community Development Department and Harvard representatives. The process for each area is described in the following pages.

1. Hammond and Gorham Streets Transition Overlay District

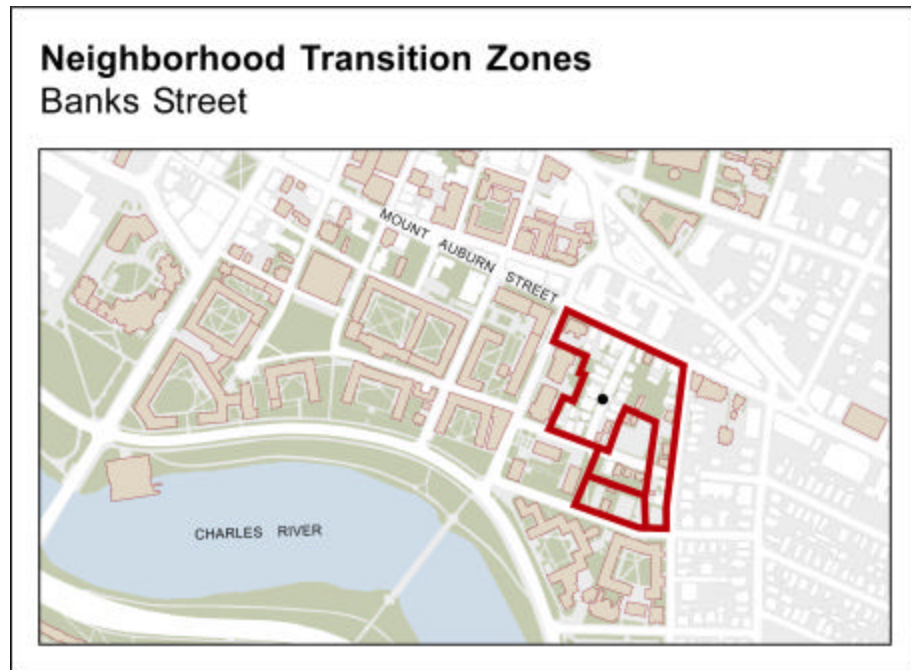
From the fall of 1998 through the winter of 2000-2001, representatives from Harvard University and the Community Development Department worked with Agassiz residents to shape a series of urban design principles that would govern over and improve the transition between the University and the neighborhood at Hammond and Gorham Streets. With the assistance of Dennis Carlone, architect and urban design consultant to the process, new zoning recommendations were developed embodying the agreed upon principles. The recommendations would create for the Hammond/Gorham edge a new 'Overlay District' that would ensure that future building at the edge will be compatible with the neighborhood and create a welcoming streetscape. The proposed Overlay District would govern height, scale, setback and appearance parameters and also specify that two residential scale wood frame houses will be located at the edge. In the Overlay District, Harvard would be agreeing to limit its development height from 120 feet to a maximum of 45 feet.



This past year, the refined Overlay District language, as developed by Cambridge Community Development and agreed upon by residents and the University, was presented to the Planning Board, for approval on March 13, 2001. The Planning Board unanimously endorsed the practical and sensitive approach of the proposed Overlay District, and encouraged the CDD, residents, and the University to submit final language for consideration. The CDD intends to submit the final zoning language to the City Council in the fall of 2001.

2. Banks and Cowperthwaite Streets Transition Planning Process and Recommendations

Over the course of twelve months, from April 1999 through the spring of 2000, Harvard University, residents of the Riverside neighborhood, and the Community Development Department engaged in a series of open meetings to explore possible zoning changes to improve the transition between the University and the Banks Street neighborhood. This dialogue resulted in consensus regarding the appropriate zoning “transition” at the University’s Banks and Cowperthwaite Streets parking lots, and a package of transition overlay guidelines that reduce allowable building heights and increase setback requirements.



This past year, Dennis Carlone, architect and urban design consultant to the process, has presented to the Community Development Department a summary of the findings from the process, recommendations that reflect agreements made in the neighborhood, and the urban design rationale underlying the package of recommendations. Harvard anticipates the development of transition overlay language that would reflect this package of recommendations and that would amend the zoning ordinance.

3. 870-886 Memorial Drive -- Transition from C-3 Zoning

Through the 1992 Riverside Study Committee process and through the City-Wide Growth Management Advisory Committee, Harvard University indicated its willingness to engage in discussions to create a zoning transition between the University’s property at 870-886 Memorial Drive and the adjacent residential neighborhood north of the site. In 1998, Harvard recommitted to engage in the discussions. Since that time, Harvard has consistently expressed its intention to develop the 870-886 site. This past year, the University has had on-going involvement with the Riverside Study Committee ([see Neighborhood Study Committees](#) below) with the goal of building consensus regarding the appropriate zoning transition and appropriate scale of development at the site for the University and the community.

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- **Project Discussions**

Harvard organizes community discussions with Cambridge residents, University staff and project design teams so that neighborhood interests and concerns inform planning of specific projects. This past year, the University held neighborhood discussions regarding a number of projects, including:

- 60 Oxford Street – a new university information systems building at Oxford and Hammond Street;
- a new underground garage at 38 Oxford Street, that will replace surface parking in the north campus area;
- landscape improvements at the Mid Cambridge neighborhood edge;
- a new building at 90 Mt. Auburn Street;
- proposed art museums at 870-886 Memorial Drive;
- a new Center for Government and International Studies that would replace two existing institutional buildings located on Cambridge Street; and
- access improvements and expanded distance learning classroom space for the Division of Continuing Education at 53-53A Church Street.

In addition, the University informs residents about planning activities through letters, bulletins, community newsletters, websites, and presentations at neighborhood association meetings. For example, last year, Harvard provided information regarding the 38 Oxford Street underground garage and Harvard Law School physical planning study at Agassiz Neighborhood Council meetings. Harvard representatives also provide updates regarding specific planning activities to the Cambridge Historical Commission, the Mid Cambridge Neighborhood Conservation District, the Planning Board, the Joint Committee for Harvard/Neighborhood Consultation, as well as other boards and commissions.

- **Administrative Working Group**

Members of the Cambridge City Administration, Harvard Planning and Real Estate, and the Harvard University Office of Government, Community, and Public Affairs meet on a quarterly basis to share information regarding planning activities and other areas of mutual interest to the City of Cambridge and Harvard University, to explore and develop areas of cooperation.

- **Neighborhood Study Committees**

This past year, Harvard University representatives have served as members of two neighborhood planning study committees in process and led by the Community Development Department: the Agassiz Study Committee and the Riverside Study Committee. The goal of the Agassiz Study Committee is to identify major planning opportunities through a joint CDD and community committee and to formulate recommendations for their solution. The Study Committee has addressed issues such as traffic, parking, housing affordability and home ownership, neighborhood commercial areas and employment, park maintenance, rezoning of areas now inappropriately zoned, and university development. University representatives gave presentations to the committee on university planning and real estate in the neighborhood, and participated in the formulation of recommendations for the neighborhood.

The Riverside Study Committee was convened earlier this year, and consists of neighborhood residents, business and property owners, including the University, and staff of the Community Development Department. Under the stewardship of the CDD, the Riverside Study Committee is charged with working closely with the a professional planning consultant to update the 1992 Riverside neighborhood study committee conclusions, analyze potential future growth in Riverside, and recommend zoning measures and other measures to address long-term goals. A Harvard representative serves on the Committee, and Harvard has given a presentation to the Committee on real estate planning activities in Riverside.

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- **Welcome Guide and Economic Impact Report**

This past year, Harvard University prepared its community Welcome Guide to Arts, Events, & Special Places at Harvard, and mailed the Guide to over 15,000 households in Cambridge. The Guide is an invitation to the Harvard campus to enjoy the many special events, musical and theater performances, sporting events, and other activities that take place at the University and are available to the community. Through the Guide, Harvard University hopes that neighbors will not only become better acquainted with the Harvard campus, but also gain a more intimate understanding of educational, cultural, and athletic activities conducted by University in the pursuit of its mission, and for the benefit for the entire Cambridge community.

Harvard University published and distributed its Economic Impact Report, detailing the substantial and positive economic impact that the University has on the local and regional economy. The Report contains information not only about the millions of dollars of goods and services purchased locally by the University, but also the millions of dollars generated for the local economy through payroll, on-going construction activities, and local contracting. This report, along with a directory of community service programs and a report on university housing partnerships, can be viewed on-line at www.community.harvard.edu.

IV. FUTURE PLANS

On page 12 of the Town-Gown Report, the members of the Town-Gown Committee agreed that “Universities should offer statements of their future needs to the city and plans responding to those needs. These plans should include specific statements about known development projects and their status; forecasts of faculty, staff or student population growth; and identified needs that do yet have solutions . . . These plans should address known concerns of the community, such as parking and/or tax base erosion.”

In this section of the report, please provide a summary of your institution’s current and future facility plans. To the extent possible, please cover a planning horizon of at least ten years. Please include projected changes in your employee and student populations anticipated changes to your housing stock and planned property acquisition and disposition. Please include discussion of projects now underway, planned or under construction in adjoining cities and towns that may have a significant impact on the City of Cambridge. As appropriate, please include excerpts from institutional planning reports or summarize the results below. In making this request, the City of Cambridge acknowledges that as conditions change, your institution will need to modify the plans described below, changing or abandoning them as necessary. If your school has not updated future plans since submitting the 2000 Annual Report, you may so indicate in the space below. You may either use the space below for your response or attach a statement to this report.

A. Overview of Future Projects

Despite its decentralized nature, Harvard University sets five-year, strategic institutional priorities that collectively represent the needs and objectives of each of its Schools. Listed below in alphabetical order are Harvard’s strategic institutional priorities as stated in the University’s February 2000 Capital Planning Report.

- Executive Education and Distance Learning.
- Faculty Appointments
- Information Technology and the Sciences
- International Initiatives
- Quality of Student Life

To maintain excellence in teaching and research, the University’s strives to create an environment that is dynamic and highly adaptive. This pertains to both its human and physical resources. In its work, the University must not only address new areas of inquiry, but also be responsive to the global teaching and research environment. These requirements provide impetus for hiring faculty and staff, and for undertaking capital projects that support teaching and research initiatives.

The academic foundation of capital planning depends on a number of variables. They include grant awards from federal and/or private sources; gifts from Harvard friends and family; availability of leading faculty to teach and conduct research; and global demand for knowledge in particular academic study areas, such as genomics, stem cell research, the study of antimatter, engineering, or electronic-business solutions.

In July, President Summers attended the third annual “Science Day,” in Washington D.C. One hundred and fifty other researchers from 44 colleges and universities joined Harvard researchers and officials at this event. President Summers attended to call attention to the importance of university-based research and to call for continued federal funding. In making the case for basic research in his address, President Summers observed,

“Life expectancy increased from the 40s to the 70s in the last century and the 21st century is supposed to be the century of biology. In addition, the secure credit card transactions we take for granted are kept secure by algorithms that come out of abstract mathematical research into the theory of numbers. These examples can be multiplied. Basic research pays off in ways no one can foresee.”

As best they can through academic-planning processes, Harvard’s schools attempt to plan for advancements that members of our society will someday consider crucial to life in the modern world, but in retrospect may be as “unforeseen” as the need for secure credit transactions.

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Academic planning has implications for the University's human and physical resources. These implications often require capacity building. As a result of academic planning and as informed by the University's institutional priorities, the Schools establish five-year capital plans that identify renovation and new construction projects.³⁵ The University strives to achieve capital plans through sensitive development. Therefore, in addition to academic-program drivers, projects also respond to the University's campus planning and design principles, examples of which are listed below.

- Facilitate collaboration and foster a sense of University community;
- Respect the historic character of the University while recognizing contemporary developments in design;
- Maintain proportions in building massing and landscaping that are sensitive to human scale;
- Demonstrate a commitment to excellence of design in the choice of architects and the formulation of programs;
- Utilize existing facilities through conversion rather than construction of new structures when feasible;
- Maintain a sense of open space by limiting vehicular traffic and concealing parking facilities;
- Recognize the concerns of the community in the formulation of building programs, especially in the "transition" zones where development intensity can exacerbate conflicts.

Campus planning principles transform individual projects into campus and community benefits. The benefits of principled campus development contribute to Cambridge's high quality built environment for centuries.

While each newly-constructed or renovated facility potentially adds thousands of square feet to the University's physical plant, the faculty and staff who are intended to occupy the space are added incrementally—one person at a time—to the University's population. In the case of the proposed Faculty of Arts and Sciences facilities, many of the proposed new facilities are intended to create larger research spaces per individual researcher and to alleviate existing overcrowded conditions. Over time, some of the graduate schools plan to increase their faculty and staff populations to achieve academic-planning aspirations. The College does not plan to grow the undergraduate population.

The effects associated with incremental increases in the campus population are minimal. Perhaps most importantly, the University does not increase its parking inventory with each new capital project. Instead, it maintains a stable parking inventory, and manages new demand for parking and transportation services. The University transportation demand management strategies, as implemented by Harvard's *CommuterChoice* department, work to reduce congestion, improve air quality, and maintain its very low drive-alone rate. Approximately 75% of Harvard employees commute to campus using alternative modes such as public transit, walking, and bicycling.

The following are lists of projects in construction and projects in planning.³⁶ Each project fits within the broader University context of institutional priorities and academic mission. The academic mission affords immediacy and responsiveness to society's need for knowledge by:

- Teaching the next generation of leaders in practically every field of study and learned profession,
- Promoting and expanding knowledge through research,
- Serving society through achieving both.³⁷

This responsiveness may prompt the Schools to conduct periodic reprioritizations of academic initiatives. Campus development and human resource trends are, therefore, best tracked using long-term horizons.

³⁵ The projects described in the 2000-2001 Town Gown Report are taken from the schools and departments' five-year plans.

³⁶ Please use the numbers when referencing the attached locator map.

³⁷ Former President Neil Rudenstine.

B. PROJECTS IN CONSTRUCTION ³⁸

Projects currently in construction include renovations and infrastructure improvements to existing buildings in core campus areas, replacement of a deteriorated residential building, and new construction of two buildings for institutional use. The two projects at the campus edges involve a sensitively designed new facility undertaken with extensive community input and a historic restoration and access improvement project. None of these projects involved acquisition of new land.

4-6 Athens Terrace [1]: The construction of this two-family townhouse will replace a two-unit structure that was in serious state of disrepair and determined infeasible for reconditioning. The property will house Harvard affiliates.

Widener Library [2]: This extensive renovation project began in 1999. The project includes stacks renovation; major HVAC, life systems, and code upgrades including access compliance. The library has been open to the public during renovation.

53-53A Church Street [3]: This renovation will make these structures accessible to persons with disabilities while maintaining the historical integrity of 53 Church Street. The front entrance will be lowered to make it accessible and landscaping will be redesigned. This renovation will create space for distance learning and academic computing support.

Austin Hall [4]: This historic building has been undergoing interior and exterior renovation. The interior work includes refinishing the classrooms, offices, and courtrooms as well as upgrades to building systems. Exterior renovations include accessibility improvements, roof and window repairs and selective re-pointing.

Bauer Life Sciences [5]: Construction of this new building will create a cross-disciplinary center in Harvard's North Yard to bring together the traditional pursuits of chemistry and biology with informatics and robotics for the study of organism genomes.

Andover Library [6]: This renovation and addition will provide faculty offices, conservation laboratories, and training laboratories. Space will be created to preserve, maintain and expand the Divinity School's book and other collections.

60 Oxford Street University Information Systems (UIS) Building [7]: UIS operates and manages the University's main computer networking data center. This new facility will provide a data center and office space for them as well as providing urgently needed faculty office and computer laboratory space for the Department of Engineering and Applied Sciences. A landscaped courtyard will provide pedestrian access between the Agassiz neighborhood and the University's north campus. Harvard has worked closely with the neighborhood to ensure that this project conforms to the guidelines of the proposed Hammond-Gorham Transition Overlay District.

B. PROJECTS IN PLANNING

Projects in planning address a range of University physical plant needs. A number of these projects, including proposed new construction, respond to changes in the science disciplines, new technologies related to art conservation, and pressing faculty needs for additional classroom, conference, and office space. Optimizing academic use of our existing campus in Cambridge and incorporating amenities for the neighboring communities, such as relocation of loading, landscaping, etc., are important aspects of many of these projects. Other projects are being developed as part of a North Yard planning process, which has involved neighborhood input and coordination with the city's proposed transition zoning in the Hammond and Gorham Streets area. The historic quality of many of Harvard's buildings requires continuing and careful upgrades to building systems and exteriors; several projects responding to these ongoing needs are presently in planning.

³⁸ [] indicates location on the attached map, which has been provided to comply with Town Gown Section F, Map Requirements.

PROJECTS IN PLANNING continued

Harvard Observatory [8]: This project will replace Building A, and relieve crowded conditions to enable the research and education activities of the Department of Astronomy and the Harvard-Smithsonian Center for Astrophysics to be united.

29 Garden Street [9]: The comprehensive renovation of this building will provide housing for graduate students, faculty, and staff. Significant exterior alterations are proposed. The current tenants, the University Police (HUPD) and the Parking Office, will be relocated. HUPD will re-establish a small presence on the premises upon completion of the project.

Palfrey House [10]: In coordination with construction of the new UIS building at 60 Oxford Street, Palfrey House will be relocated from its current site and reoriented toward Hammond Street. This relocation and reorientation was identified as an objective during the Hammond/Gorham edge transition discussions with the community.

North Campus Underground Parking Garage [11]: This underground parking garage will occupy four levels below proposed underground program space. The garage project is being developed as part of the University's North Campus planning process and will provide program space above the garage.

Vivarium [12]: An underground animal care facility is proposed for construction below the courtyard of the Biological Laboratories to support research groups focusing on molecular and cellular biology.

University Museum [13]: This museum facility is a complex of eleven buildings and additions built and connected over a sixty-year period. The University is currently conducting an infrastructure analysis of the building complex.

Physical Science Building [14]: This addition to Cruft Laboratory on the North Yard campus will house research initiatives for the interdisciplinary study of mesoscale structures and materials.

Cronkhite Graduate Center [15]: The Radcliffe Institute for Advanced Study has engaged Venturi Scott Brown & Associates, an architectural firm from Philadelphia, to study planning options for the short and long term usage of their buildings as they relate to the newly created Institute and its Fellowship Program.

Littauer Hall [16]: This renovation will enable the Economics Department to provide a central space for undergraduate tutorial services, research space for faculty, and work space for graduate students. These activities currently take place in a number of different locations.

Science Center [17]: This project proposes a three-story addition over the existing one-story wing along Oxford Street, a two-story addition over the existing west terrace, and a one-story addition projecting north on the seventh floor to provide space for the Science and Mathematics departments and the University's Collection of Historic Scientific Instruments. A number of infrastructure improvements will be included in the renovations.

Center for Government & International Studies and 96 Prescott Street [18]:³⁹ The construction of two new buildings is proposed to house the Government Department and related international and regional centers. A tunnel underneath Cambridge Street is proposed to connect the two buildings. This project offers significant urban design improvements for Cambridge Street, including consolidation of loading in a new underground facility and major landscape improvements. The project includes relocating the lodging house at 96 Prescott Street to the currently vacant University-owned lot at 18 Sumner Road. Pre-planning discussions with the community began over four years ago and the project has changed significantly in response to community concerns and suggestions. Approvals have been received from the Historical Commission and the Board of Zoning Appeal.

³⁹ [] indicates location on the attached map, which has been provided to comply with Town Gown Section F, Map Requirements.

PROJECTS IN PLANNING continued

Fogg Museum of Art [19]: This building is being upgraded with state-of-the-art climate control and sprinkler systems to protect the collections in the galleries and art storage areas. Renovation of the rear and an enclosed loading and service entrance will make the area more attractive and quieter for surrounding neighbors.

Faculty Club [20]: This project will add function, staff, and service areas. The first floor additions include an expanded reading room, enclosure of the north terrace in glass for year-round use, and an outdoor terrace off the southeast dining room. Up-to-date function facilities are an important amenity for the University community.

Hasty Pudding [21]: Harvard has purchased this historic building and proposes to renovate the 300-seat theater for undergraduate dramatic productions. The remainder of the building's space will be renovated for the use of a Harvard College student arts organization.

90 Mt. Auburn Street [22]: A new building is proposed to replace 88 and 92-90 Mount Auburn Street. The design process is scheduled to begin in 2002. Architect and potential end users have not yet been identified.

Kennedy School of Government [23]: Construction of a new building will provide additional classrooms, conference facilities, and offices for researchers and program administrators as well as a permanent home for the Carr Center for Human Rights, the Center for Public Leadership, and the school's growing executive education programs.

Harvard Art Museum Exhibition Space [24]: A new facility consisting of two buildings is proposed for Harvard's Memorial Drive property in the Riverside neighborhood. This exhibition space would house the collections of the Fogg and Busch-Reisinger Museums and the Sackler Museum. The new space will increase access to the collections for scholarly research and exhibitions. Harvard is currently participating in the Riverside Neighborhood Study Group which is considering zoning and development options for the Riverside neighborhood.

FAS Science Sector Study: The Faculty of Arts and Sciences has an urgent need for new science laboratory space. New construction in the North Yard, where the University's science buildings are located, will require upgraded infrastructure including a chilled water plant. Harvard is exploring the possibility of constructing the facility underground.

Law School Study: The Law School is considering campus options, including the possibility of developing a dormitory and a new academic building. Plans may also include relocating surface parking into an underground facility.

D. FUTURE PLANS CONCLUSION

Harvard's campus growth and change are driven by its academic mission. The academic mission is responsive to society's need for knowledge and modern advancements. Individual projects are proposed within the context of the University's institutional priorities and are consistent with campus planning principles. The University's capital projects will result in incremental, but minimal population increases. The effects of campus construction will be intensive, but limited in duration and effectively managed. There are tremendous long-term benefits associated with campus building and place making. Community members and visitors to Cambridge will enjoy these benefits for centuries to come.